



DEPARTMENT OF THE ARMY
U.S. ARMY ENGINEER DISTRICT, HONOLULU
FORT SHAFTER, HAWAII 96858-5440

REPLY TO
ATTENTION OF:

CEPOH-DE (100)

23 September 2002

COMMANDER'S POLICY MEMORANDUM #9

SUBJECT: Selection of Employees Using Competitive Procedures

1. Purpose and Applicability: This memo establishes how the Honolulu District will select people for vacant positions (permanent, term, and temporary) under competitive procedures. For other hiring actions such as internships and developmental assignments, contact the District Workforce Management Analyst (WMA) for information and procedures. This policy replaces Commander's Policy Memorandum #8, Selection of Employees Using Competitive Procedures, dated 25 February 2002 and Addendum to Commander's Policy #8, same subject, dated 29 June 2001.

2. References:

- a. ER 690-1-1203, dated 1 August 2001, subject: Corporate Recruitment and Selection.
- b. ER 690-1-1209, dated 2 July 2001, subject: Filling Positions--Area of Consideration/ Payment of Travel Expenses.
- c. Memorandum, CEPOD-HR, dated 10 July 2000, subject: Corporate Recruitment and Selection Policy for Supervisory, GS-14 and GS-13 Positions.
- d. Memorandum, CEPOD-HR, dated 12 August 2002, subject: POD's High Grade Policy.
- e. DA PAM 690-40 dated 15 June 1987, A Supervisor's Guide to Filling Job Vacancies.

3. Commander's Intent: My intent is that all recruitment and selection actions we conduct in the Honolulu District will be equitable, fair, and result in the selection of the best candidate to fill the vacancy.

4. Policy: The following policies apply to all recruitment and selection actions in the District in order to ensure a diverse pool of candidates. Request exceptions in writing to the Commander.

a. **Vacancy announcement open times:**

- (1) GS-12 and below: Minimum of 14 days.

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(2) GS-13 and above: Minimum of 30 days.

b. Area of consideration for candidates:

(1) GS-12 and below: Minimum Oahu, Hawaii.

(2) GS-13 and above: Minimum "Army."

c. **Performance appraisals:** Panel Chairs will request the last performance appraisal (TAPES or similar for other federal branches and non-federal applicants) from all candidates on the "short list." Other selection officials, for whom a selection panel is not convened, may similarly request performance appraisals from applicants as part of the selection process.

d. **Screening Criteria/Interview Questions:** Panel members will complete screening criteria and interview questions before receipt of referral lists. For GS-11 and below, when a panel is not used, the selecting official will complete screening criteria and interview questions before receipt of referral lists. The WMA and/or Equal Employment Opportunity (EEO) officer will review these documents prior to distribution of referral lists.

e. Leaders will ensure WMA and EEO personnel assist and monitor all competitive selections.

f. The Commander is the approving authority for all noncompetitive reassignment actions involving permanent positions GS-12 and above.

g. HQPOD must approve establishment of any new high-grade (GS-14 and above) positions.

5. Procedures: Appendix A contains a Guide for Recruitment and Selection of Employees in the Honolulu District, and encompasses the requirements in references a through c.

6. I ask each of you who participate in the selection of employees to give this duty serious attention, in order that we can make Honolulu District *the best place for the best people to work*.



DAVID C. PRESS
LTC, EN
Commanding

Appendix A
w/encs

DISTRIBUTION (POH List 02-1):
A

APPENDIX A

Guide for Recruitment and Selection of Employees in the Honolulu District

1. Purpose: This guide presents the key procedures and requirements in the District's recruitment and selection process. Much of the information is from ER 690-1-1203, dated 1 August 2001, consult this regulation for additional detail.
2. General: The District has adopted a recruitment and selection process in order to ensure that recruitment and selection of employees is conducted fairly and results in the selection of the best candidate for the vacancy.
3. Recruitment and Selection of Employees Process: The process generally follows the flowchart. *Enclosure 1, Honolulu District Flow Chart*. Specific requirements follows.

a. Each supervisor will be responsible for ensuring that positions being recruited are based on mission requirements and affordability. FTE and high-grade allocation ceilings will continue to be monitored by the Resource Management Division, Budget and Manpower Branch, Manpower Analyst (CEPOH-RM-B). The Commander will be the approving official for any requests that exceed the ceiling(s). The supervisor is required to contact the Manpower Analyst to check if they have reached their FTE ceiling or not. If FTE is capped, then the Personnel Action Request Document will be completed by the Division/ Office Chief (signature is required by the Division/Office Chief) and routed with the Request for Personnel Action (RPA) to the Manpower Analyst, CEPOH-RM-B, for review and processing. If the FTE is available, then the RPA (completed with authorized signature) is forwarded to the Manpower Analyst, CEPOH-RM-B, for review and processing. *Enclosure 2, Request to Hire Above the Approved Authorization*.

b. Initiation of a Request for Personnel Action (RPA): When a vacancy exists, the supervisor initiates an RPA, using the MODERN civilian personnel management system. The Workforce Management Analyst (WMA) approves the RPA in MODERN. The WMA then forwards the RPA electronically to CPAC. Within one to two days, the CPAC forwards the RPA to the CPOC, located in Alaska. The RPA must:

- (1) Specify vacancy announcement open time. See basic policy.
- (2) Specify area of consideration for the vacancy. See basic policy.
- (3) Specify the length of the employment period. That is, is the job to be filled permanently, or term? Term positions are by definition from one to five years long. Term positions help fill a vacancy without the long term cost and Reduction In Force (RIF) implications of a permanent position.
- (4) Indicate if an employee encumbers the vacant position with administrative return rights to the position.

c. CPOC issues vacancy announcement: Once CPOC has received the RPA, they issue a vacancy announcement on the civilian personnel website, located at <http://cpol.army.mil>. People who are interested in the job send their resume/self nomination to CPOC. CPOC conducts an

initial screening of applicants and within 15-45 days forwards the list of eligible candidates to the CPAC. The CPAC provides the referral with the list of candidates and resumes.

d. **Prior to receipt of the referral list** of eligible candidates for the vacancy, the panel members must determine the selection criteria and interview questions. For GS-11 and below, the selecting official must determine the selection criteria and interview questions. When a selection panel is convened, the supervisor normally becomes the *panel chair* for this panel. The procedures, duties, and responsibilities of the panel chair and selection panel follow.

(1) **Step 1:** The panel chair selects the members of the selection panel, ensuring that the panel is comprised of a diverse mix of talents and experience. Panel members should be experienced or have functional knowledge of the organization in which the vacancy exists. *See Table 1 in this Guide.* Generally, each panel must consist of at least three members, and panel members must be at or exceed the grade level of the vacancy. All of the panel members must participate in all of the selection process. The panel chair must approve in writing any changes to the panel composition.

(2) **Step 2:** The panel chair, in coordination with WMA, EEO, and the other panel members, crafts several documents to facilitate the selection process.

(a) **The Screening Criteria:** The panel chair develops and approves screening criteria to identify which candidates will be interviewed for the vacancy. The panel chair establishes points for each element of the screening criteria. *Enclosure 3, Screening Criteria.* Each panel member must use the same screening criteria to rank order all applicants for the vacancy. For all grades, the screening criteria must be completed prior to receipt of the referral list.

(b) **The Interview Questions:** The panel chair develops and approves the list of questions for the interview. Normally, each panel member asks three to four questions, with the panel chair asking four to five questions. Each candidate is asked the same questions in the same order by the same panel member, to ensure the process is seen as equitable and fair. *Enclosure 4, Interview Questions.* For all grades, the screening criteria must be completed prior to receipt of the referral list.

(3) **Step 3:** Once the referral list of approved candidates is received in the District, the WMA distributes it to the panel chair. The panel chair needs to complete the selection process prior to the expiration date of the referral list. If necessary, the WMA can request to extend the referral list no more than 30 days. With the referral list in hand, the panel chair directs panel members to screen the candidates using the screening criteria. Panel members rank order each candidate against the screening criteria based on the candidate's resume, performance appraisal and interviews with former supervisors (if performed). Panel members provide their completed ranking to the panel chair. Once panel members have completed this screening, the panel chair assembles the results in a matrix. From this matrix the panel chair and panel members confer on which of the candidates to interview, and resolve notable discrepancies in how the candidates were ranked. *Enclosure 5, Matrix.* Once the list of candidates is narrowed down to those who will be interviewed, the panel chair makes arrangements for the interviews.

(4) **Step 4:** The panel chair decides which method of interview to use during the selection process. The panel chair may elect to conduct the interview by VTC, by telephone, or in person. The latter method, while preferred, is very expensive; use VTC and telephonic interviews when possible. Coordinate with IM to set up VTC interviews. The District normally receives applications for vacancies from throughout the world. Accordingly, interview scheduling often requires a fair amount of coordination. The panel chair will establish the interview schedule, and conduct the interviews as scheduled. All panel members must participate in the interviews. The panel chair will ensure:

(a) The interview site is prepared. Whatever interview method is selected, ensure the site is quiet, clean, and organized.

(b) WMA and/or EEO representatives attend and serve as advisors to the panel.

(c) The panel chair script is prepared. *Enclosure 6, Panel's script.*

(5) **Step 5:** At the conclusion of the interviews, the panel members rank order the interviewees. Consideration is given to depth of answers; understanding/knowledge as evidenced during the interview; poise; etc.

(6) **Step 6** (as applicable): For GS-14 and GS-15 vacancies, the Gallup Interview is normally required. The WMA coordinates with those candidates who require the Gallup Interview. Approximately 10 days following the last interview, a Gallup Organization presents the results of the interviews to the panel members telephonically. Normally, the Gallup Interview results are provided after the completion of the panel interviews.

(7) **Step 7:** Once the panel chair has completed the screening, interview, and collected other data on the candidates, the panel chair convenes the panel to make the selection to fill the vacancy. Panel members rank order candidates based on their overall assessment of the candidate's related experience, leadership abilities, awards, education/training, performance appraisal, interview, and Gallup Interview (as applicable). Points **are not** assigned to these various categories of information. On a case-by-case basis, you may find it necessary to contact the current or former supervisor (if allowed by applicant) to validate candidate qualifications. Consider the following questions:

- How well does the candidate get along with his peers? With subordinates?
- Is the candidate dependable? Is the candidate reliable?
- Does the candidate adapt well to new circumstances and processes?
- Does the candidate deliver quality work? Does the candidate motivate others to deliver quality work?

A majority of the panel should agree on the candidate to be selected; a unanimous decision is not required.

(8) **Step 8:** The panel chair documents selections for all vacancies **GS-12 and above** in a memo, and forwards it to the selecting official along with the annotated referral list indicating the selection and the rationale for selection. The selecting officials will approve/disapprove the

selection. *Enclosure 7, Recommendation to the Commander.* For **GS-11 vacancies and below**, the panel chair or selecting official will annotate the selection on the referral list received from CPAC. Identify an alternate candidate for all vacancies. *In all cases, EEO will review selections of GS-12 and above, and all career ladder positions GS-11 and above.* Once the action is complete, the WMA forwards the completed referral list electronically to CPAC for processing. No announcement should be made regarding the results of the selection process to any of the candidates. CPAC is the only organization that may officially notify candidates of selection or non-selection.

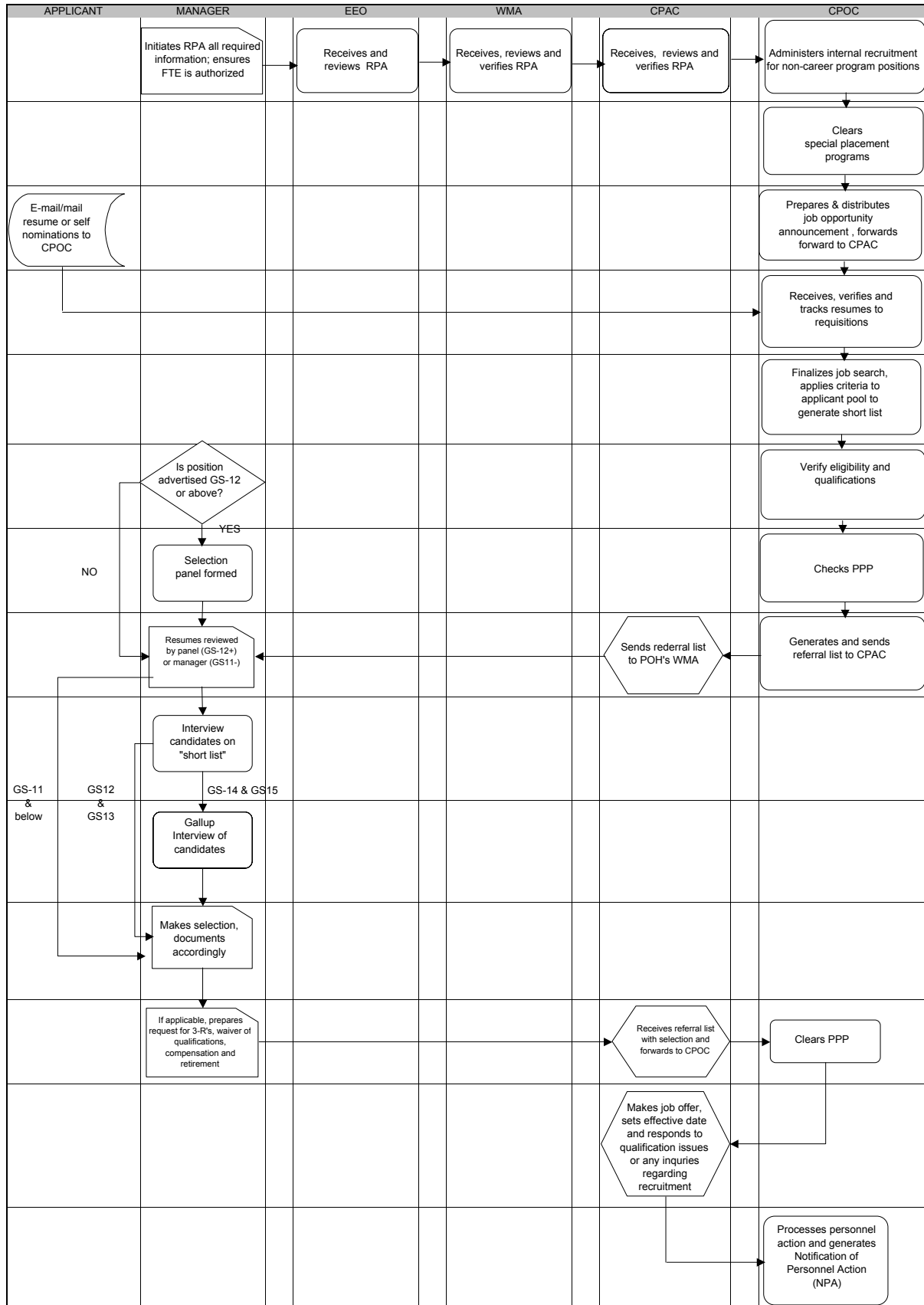
(9) **Step 9:** CPAC notifies the candidate selected for the vacancy and offers them the job. If the person declines the job offer, CPAC selects from the list of alternates provided by the panel chair. Only after CPAC notifies the District regarding job acceptance the **panel chair can:**

(a) Speak to the selected candidate regarding the position.

(b) May notify internal Honolulu District candidates of their non-selection, and recommend ways to strengthen their overall file (improve resume; improve interview skills; seek certain training, etc.). The intent here is to develop our District workforce through coaching.

(c) Coordinates with the WMA for sponsorship letter/packet. Assigns a sponsor, mails the sponsorship information, and assists in receiving new employee into the District.

Honolulu Engineer District Flow Chart



REQUEST TO HIRE ABOVE THE APPROVED AUTHORIZATION

TO BE COMPLETED BY DIVISION CHIEF:

1. Request Position Title/Grade: _____
2. Office: _____
3. Action being requested:

Recruit Vice _____

Establish/Recruit _____

Cancel/Establish/Recruit _____

Reassignment _____

Position Review (possible upgrade) _____

Temporary Promotion _____

Other (specify) _____

TO BE COMPLETED BY DIVISION/OFFICE BUDGET/PROGRAM ANALYST:

4. Is this position in the current budget? _____ YES _____ NO If not, please ensure that this position is budgeted in the next budget cycle.

_____ BUDGET/PROGRAM ANALYST SIGNATURE _____ DATE SIGNED

5. JUSTIFICATION for this request:

6. Remarks/Comments:

The above listed position is requested based on mission requirement and affordability. I understand exceeding my authorization(s) will require Commander's approval of this request prior to initiation of the request for personnel action (RPA).

_____ SIGNATURE OF DIVISION CHIEF _____ DATE OF REQUEST

TO BE COMPLETED BY MANPOWER:

1. Is an authorization available? YES NO
2. RECOMMENDATION: Commander approve the following action:

TEMP Overhire TERM Overhire PERM Overhire

_____ MANPOWER SIGNATURE _____ DATE SIGNED

TO BE COMPLETED BY THE COMMANDER (approval needed for offices that do not have authorizations/\$ to support the position and returned to CEPOH-RM-B):

_____ I APPROVE THIS POSITION AND AUTHORIZE _____.

_____ I DISAPPROVE THIS REQUEST.

_____ FURTHER DISCUSSION NEEDED. SEE ME.

Remarks:

Table 1: Selection of Employees Using Competitive Procedures

Position	Panel Composition (Minimum of 3)	Panel Chair (Approves: Recruitment Strategy; Selection Criteria; Panel Membership)	Selecting Official	Gallup Required/ Interview Required	Procedural Requirements
GS-15	Panel Chair; SES; Supervisor	Division Commander	Division Commander	Yes/Yes	IAW Reference a.
GS-14 supervisory	Panel Chair; Supervisor; GS-15 Outside of District	District Commander	Division Commander	Yes/Yes	IAW Reference a.
GS-14	Panel Chair; Supervisor; GS-15 Outside of District	Division Chief or Deputy District Commander	District Commander	Yes/Yes	IAW Reference a.
GS-13	Panel Chair; Supervisor; GS-13 or higher	Division Chief or Deputy District Commander	District Commander	No/Yes	IAW Reference b.
GS-12s Who report to Executive Office	Panel Chair; Corporate Board Member; GS-13 or higher	Deputy District Commander	District Commander	No/Yes	IAW Reference b.
GS-12s All other GS-12 positions	Panel Chair; Supervisor; GS-12 or higher	Designated by Division Chiefs, at least one grade higher than the vacant position	Division Chiefs; may delegate one level down	No/Yes	IAW Reference b.
All other positions and grades	Optional; at least 3 members if used	Optional; at least one grade higher than the vacant position if used	Division Chiefs; may delegate to supervisor of vacant position	No/Optional	

SCREENING CRITERIA

Following is an example of screening criteria. The panel chair develops the screening criteria to determine which candidates on the referral list will be interviewed. Each member of the selection panel rates each candidate according to the same screening criteria. The numbers in parenthesis are established by the panel chair and provide a convenient, objective way to arrive at a rank ordering of the candidates.

1. Talents (As evident from files, interviews and personal knowledge where present): (20 pts)
 - a. Striving (vision, service, self-motivation, constant learner, achiever, competition)
 - b. Thinking (strategic thinking, responsibility, arranger, performance orientation)
 - c. Relating (developer, stimulator, multi-relater, activator, courage)
2. Excellence (including customer-recognition): (20 pts)
 - a. Awards and recognition for group and individual achievement
 - b. Performance/potential appraisals
 - c. Personal achievements or group involvement demonstrating excellence
3. Supervisory Experience/accomplishments: (20 pts)
 - a. Independent management of programs or projects or equivalents/successes
 - b. Empowered/self-directed team/PMBP leadership or equivalent experience
 - c. Team success
4. Functional experience: (20 pts)
 - a. PM or equivalent; staff experience
 - b. Military design & construction
5. Self-Development: (20 pts)
 - a. Education: degrees
 - b. Registration, certifications, membership/involvement in professional societies
 - c. Training: technical and managerial/leadership, developmental assignments.
 - d. Papers/presentations
 - e. Public/social contributions, volunteer activities
6. Other: (20 pts)
 - a. Breadth and scope of experience
 - b. Other PM, engineering or construction work (federal, government, private)
 - c. Military experience and leadership
 - d. Local/regional experience/knowledge
 - e. Installation support-type experience

Interview Questions for Interdisciplinary GS-XXXX-12

Following is an example of a list of interview questions. Allow space between each question so that panel members may record interviewee responses. Open-ended questions often reveal a lot about a candidate. For example, the question "Tell me about a time you experienced resistance to a change you were implementing" will often reveal more about a candidate than the question "Did you ever experience resistance to a change you were making?"

1. Panel Member A: You are responsible for coordinating an action with several agencies, both internal and external to the District. Explain your methodology for conducting the most effective coordination possible.
2. Panel Member B: Within the Corps, there is concern with the erosion of technical expertise. How would you cope with this concern as it affects your position as a supervisor?
3. Panel Member C: How would you foster effective teams in your organization, and what metrics would you use to encourage and measure improvement?
4. Panel Chair: Are you familiar with the Corps of Engineers Project Management Business Process and what do you believe your role is under this process?
5. Panel Member A: Why do you believe you can succeed in this position? Give some examples that demonstrate your ability to do so.
6. Panel Member B: Do you consider yourself an agent of change? If so, why? And give me an example of something you've changed in your organization or work place in the past six months.
7. Panel Member C: How do you motivate your workforce, and how do you use this information to measure your effectiveness in doing so?
8. Panel Chair: Discuss your personal values and how you apply them on the job.
9. Panel Member A: What is your leadership style?
10. Panel Member B: What did you do that didn't end up in success? What did you do to correct the problem? What were the lessons learned?
11. Panel Member C: Please describe how you would turn a situation where your team and the customer are at odds with each other into a win-win situation.
12. Panel Chair: Is it important to you to have a sound knowledge of construction management and contract administration processes for this position? If so, why?
13. Panel Chair: Is there anything you would like to add and do you have any questions for the panel?

MATRIX EXAMPLE

Following is an example matrix which panel chairs use to record the results of the screening and interview process. When selecting a candidate for a vacancy, the panel chair and panel members consider all available information. Accordingly, other columns may be added to the matrix, such as Gallup Interview results; last supervisor endorsement; last TAPES evaluation, and so on. The matrix is a tool. It does not mandate that candidate with the overall score be recommended for selection, although this is normally the case.

Interdisciplinary, GS-XXXX-12, Engineering & Construction Division												
CANDIDATES	Panel Member Rankings of Candidate Resumes				Total Resume Points	Resume Ranking	Panel Member Rankings of Candidate Interview				Total Interview Points	Interview Ranking
	A	B	C	D			A	B	C	D		
Smith, C.A.	2	1	1	1	5	1	3	1	1	2	7	1
Smith, C.B.	8	2	2	2	14	2	1	3	3	3	10	3
Smith, C.C.	5	3	3	4	15	3	2	2	4	1	9	2
Smith, C.D.	1	4	5	6	16	4	4	4	2	4	14	4
Panel Members:												
Doe, P.A. = A												
Doe, P.B. = B												
Doe, P.C. = C												
Doe, P.D. = D												
NOTES:												

PANEL'S SCRIPT

Following is an example of introductory remarks made by the panel chair prior to an interview. The panel chair uses the same remarks for each interview. Insofar as the interview process is somewhat stressful for many candidates, the panel chair may also set the candidate at ease by offering small talk, etc prior to the formal introduction. Note that the panel chair, panel members, and selection authority reflected below differs from vacancy to vacancy.

Introduction for Candidate Interview for (xxxx position)

Good Morning/Good Afternoon Mr./Ms._____.

Thank you for your interest in the Interdisciplinary Engineer, GS-12 position at the [office location], Engineer and Construction Division, Honolulu Engineer District, Fort Shafter, Hawaii. Before we begin the interview, I would like to discuss the selection process.

LTC David C. Press, Commander, Honolulu District, **(BG Ronald L. Johnson, Commanding General, Pacific Ocean Division - GS-14 and GS-15 candidates)** is the selection authority. We are a recommending panel that has done a preliminary screening of all applicants' records and narrowed the list down to those that will be interviewed for this position.

This panel will conduct interviews, which will consist of three questions from each panel member, and four 4 questions from myself. Some of the questions are multiple questions so don't hesitate to ask to repeat the question, or have the second or third part repeated for your benefit. These interviews are planned for approximately 45 minutes.

We will then receive a report from the Gallup Organization on each person's leadership attributes. **(as applicable per Table 1).**

The panel will confer with all of the information provided and then make a prioritized recommendation to LTC Press **(BG Johnson as applicable)** for his review and approval. Now, I will introduce the panel members to you:

First there is Mr./Ms. _____, **(Respective name/office).**

Next is Mr./Ms. _____, **(Respective name/office).**

Next is Mr./Ms. _____, **(Respective name/office).**

And myself, **(Panel Chair).**

Also with us today and monitoring the process is **Mr./Ms. _____**, Equal Employment Officer, Honolulu District, and **Mr./Ms. _____**, **Workforce Management Analyst**, Honolulu District. Are you ready to begin?

Let's begin the questioning with **(First Panel Member).**

After Interview (Last Question) Thank candidate and ask - Do you have anything else you would like to ask/clarify from the panel this morning/afternoon? Conclude interview.

RECOMMENDATION TO THE COMMANDER

Following is an example of a memorandum to the selection authority requesting review and approval of a candidate selection. Use standard memo format on letterhead. Note that in the example below the selection authority is the HED Commander; see Table 1 of this policy memo for other selection authorities. Adjust other text of the sample memo as required. NOTE: The documentation requirements for GS-14 and GS-15 positions are slightly different in format. Refer to ER690-1-1203, 1 August 2001 for format.

CEPOH-EC (690-300)

(Date)

MEMORANDUM FOR COMMANDER, HONOLULU DISTRICT

SUBJECT: Recommended Selection for [indicate vacancy and location of vacancy]

1. References:

a. ER-690-1-1203, dated 1 August 2001, subject: CORPORATE RECRUITMENT AND SELECTION - Civilian Personnel.

b. Memorandum, CEHR-E, dated 15 November 1999, subject: Civilian Personnel Operations Centers (CPOCs) Advisory Classifications.

2. Following are the results of the selection panel's findings and recommendation for the subject vacancy. Request approval to select Mr./Ms. _____. In support of this recommendation, the following are submitted for consideration.

a. The recruitment process began on (Date).

b. The selection panel was established on (Date) (Tab __), and I approved the screening criteria developed for evaluating the candidates for this position (Tab __).

c. The announcement attracted ____ Career Program applicants for this vacancy. The Pacific Region CPOC evaluated the resumes and found all qualified for this position, and referred the applicants (referral list at Tab __). [#] of the candidates were from Department of the Army civilians. The referral list included [#] female applicants and [#] known minority candidates. Minority status was unknown to the selection panel.

d. Upon receipt of the applications, each panel member independently evaluated all candidates against the screening criteria and ranked the candidates from one to _____. The rankings from each panel member were then combined for an overall score and ranking (Tab __). The panel members decided to interview the top ____ candidates (Tab __).

e. _____ candidates were interviewed on (Date). All panel members were present. Three panel members asked three questions in the interview process. The panel chair asked four interview questions. All candidates were asked these questions in the same order.

CEPOH-EC (690-300)

SUBJECT: Recommended Selection for Interdisciplinary, GS-XXXX-12, Engineering & Construction Division

As a final review, all candidates' results were reviewed (rankings against screening criteria and panel interview results), and the panel developed a final ranking (Tab ____). The results were that Mr./Ms. _____ is clearly the best candidate for this vacancy and was selected by the panel. The first alternate candidate is Mr./Ms. _____. Request approval to select the first alternate without prior approval in the case of declination of the approved selectee.

f. Mr./Ms. _____, Equal Employment Officer, and Mr./Ms. _____, Workforce Management Officer, Honolulu District, were actively involved in the entire selection process. They believe that this selection process was thorough and fair to each candidate, and that only job-related criteria were used in the evaluation and interview processes to arrive at the recommended selection.

g. Accordingly, based on the information provided above, request approval to select Mr./Ms. _____ for subject position. Our rationale for recommending Mr./Ms. _____ is [include comments about candidate's resume, experience, TAPES eval, interview, Gallup Interview, etc., as applicable].

[signature block of panel chair]

TABS